

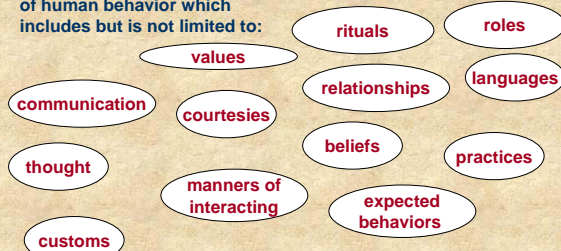
Making it Real: Converting Values of Cultural and Linguistic Competence into Action

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CULTURE

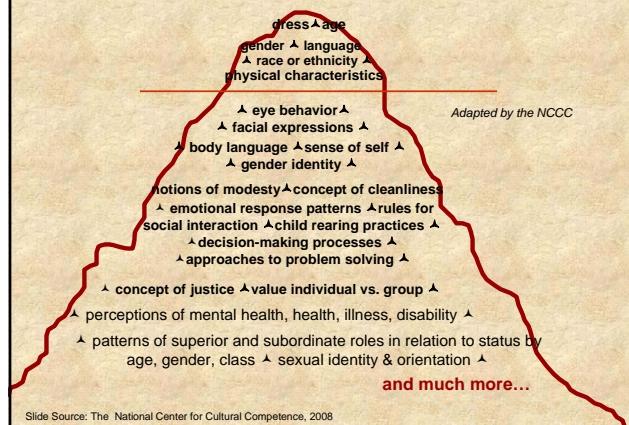
Culture is an integrated pattern
of human behavior which
includes but is not limited to:



... of a racial, ethnic, religious, social, or political group;
the ability to transmit the above to succeeding generations;
dynamic in nature.



An Iceberg Concept of Culture



Slide Source: The National Center for Cultural Competence, 2008

Cultural Factors That Influence Diversity Among Individuals and Groups

Internal Factors

- Cultural/Racial/Ethnic Identity
- Tribal Affiliation/Clan
- Nationality
- Acculturation/Assimilation
- Socioeconomic Status/Class
- Education
- Language
- Literacy
- Family Constellation
- Social History
- Perception of Time
- Health Beliefs & Practices
- Health Literacy
- Perception of Disability
- Perception of Mental Health
- Age & Life Cycle Issues
- Gender & Sexuality
- Sexual Orientation & Identity
- Religion & Spiritual Views
- Spatial & Regional Patterns
- Political Orientation/Affiliation

Modified from James Mason, Ph.D.,

NCCC Senior Consultant

Slide Source: The National Center for Cultural Competence, 2008



Cultural Factors That Influence Diversity Among Individuals and Groups

External Factors

- Institutional Biases
- Racism & Discrimination
- Community Economics
- Intergroup Relations
- Group & Community
- Resiliency
- Natural Networks of Support
- Community History
- Political Climate
- Workforce Diversity
- Community Demographics

Modified from James Mason, Ph.D.,

NCCC Senior Consultant

Slide Source: The National Center for Cultural Competence, 2008



ADDRESSING DISPARITIES The Five As

- **Availability**
Does the service exist?
- **Accessibility**
If service exists, are they easily usable?
- **Affordability**
Can the potential user afford the service?
Can potential providers afford to provide the service?
- **Appropriateness**
Services produce desired clinical and functional outcomes?
- **Acceptability**
Does the cultural community receive the service as in keeping with norms, values and practices of the community?

V. Jackson, 1998

Slide Source: National Center for Cultural Competence, 2008





Obligations to Consumers, Children, Youth and Families

- Relieve emotional distress
- Relieve physical signs & symptoms
- Resolve difficulties within interpersonal relationships
- Facilitate restoration/improvement in performing social roles
- Restore to mainstream and to cultural community

V. Jackson, 1998

Slide Source: National Center for Cultural Competence, 2008



Responsibility of the organization

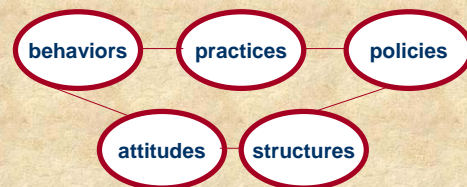
- Facilitate and support the interactions between practitioner and family
- Promote attainment of goals comprehensively, timely, with minimal burden for the family

V. Jackson, 1998

Slide Source: National Center for Cultural Competence, 2008



CULTURAL COMPETENCE



requires that organizations have a clearly defined, congruent set of values and principles, and demonstrate behaviors, attitudes, policies, structures, and practices that enable them to work effectively cross-culturally

Adapted from Cross, Bazron, Dennis and Isaacs, 1989

Slide Source: National Center for Cultural Competence, 2008



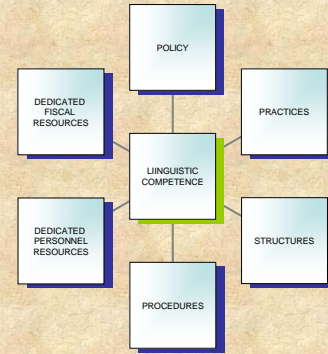
LINGUISTIC COMPETENCE

- is the capacity of an organization and its personnel to communicate effectively, and convey information in a manner that is easily understood by diverse audiences including persons of limited English proficiency, those who are not literate or have low literacy skills, those with low health literacy and individuals with disabilities
- requires organizational and provider capacity to respond effectively to the health literacy needs of populations served
- ensures policy, structures, practices, procedures and dedicated resources to support this capacity

Goode & Jones, Revised 2004, National Center for Cultural Competence

Slide Source: National Center for Cultural Competence 2008

LINGUISTIC COMPETENCE FRAMEWORK



Slide Source: National Center for Cultural Competence 2008



Considering Cultural & Linguistic Competence within the Context of Organizational Change

Adaptive Challenge
vs.
Technical Challenge

Does making progress require
changes in people's values, attitudes
and or habits of behaviors?



Reference: Heifetz, R.A. (1994). *Leadership Without Easy Answers*. Cambridge, MA: The Belknap Press of Harvard University Press

Slide Source: National Center for Cultural Competence 2008

Fears and Concerns about Cultural & Linguistic Competency

"If I am asked to learn about cultural competence, then they must be implying that I am incompetent!"

"If I am authentic about this, I will stir up a hornet's nest in this place. Then there will be repercussions. I am not willing to take that risk."

"There are too many cultures. I can't possibly learn about all of them. This is futile."

"I am a person of color. I know what it means to be culturally competent. I don't need any special training."

"I have examined studies about various cultures, changed some of my thoughts, and now I feel competent."

"I may discover I have more biases than I care to admit."

"If we really get into this my colleagues will discover that I don't know as much as I think I need to know."

Slide Source: National Center for Cultural Competence, 2008

Planning Process

Five Elements of Cultural Competence

Organizational Level

- value diversity
- conduct cultural self-assessment
- manage the dynamics of difference
- institutionalize cultural knowledge
- adapt to diversity
 - policies - structures
 - values - services

(Cross, Bazron, Dennis and Isaacs, 1989)

Slide Source: National Center for Cultural Competence, 2008

Five Elements of Cultural Competence

Individual Level

- acknowledge cultural differences
- understand your own culture
- engage in self-assessment
- acquire cultural knowledge & skills
- view behavior within a cultural context

(Cross, Bazron, Dennis and Isaacs, 1989)

Slide Source: National Center for Cultural Competence, 2008

ESSENTIAL ELEMENTS IN A CULTURALLY COMPETENT SYSTEM

These five elements must be manifested at every level of an organization including:

- policy makers
- administration
- practice & service delivery
- consumer/patient/family
- community

and reflected in its attitudes, structures, policies, practices, and services.

Adapted from Cross, Bazron, Dennis, & Isaacs, 1989

Slide Source: National Center for Cultural Competence, 2008

Culturally Competent Practices

Policy Making Level



- values & principles
- vision or mission statement
- allocation of fiscal & personnel resources
- community engagement, partnerships & capacity building
- quality improvement & program evaluation
- MIS/data systems
- contracts & consulting agreements
- participation in research

(Adapted from NCCC Policy Brief Series)

Slide Source: National Center for Cultural Competence, 2008

Culturally Competent Practices

Administrative Level



- agency self-assessment
- recruit, retain and support a diverse workforce
- insure for a well-trained and competent workforce
- service delivery adapted to community and cultural context
- provision of interpretation & translation services

(Excerpt from Policy Brief 1 - NCCC)

Slide Source: National Center for Cultural Competence, 2008

Culturally Competent Practices

Provider Level

modify approaches to:

- assessment & diagnostic protocols
- treatment & interventions
- medication protocols
- education & counseling
- consulting with traditional/indigenous practitioners & natural healers

Slide Source: National Center for Cultural Competence, 2007

Culturally Competent Practices

Provider Level

modify approaches to:

- intake interview protocols
- disseminating information
- partnering with consumers and families
- consulting & collaborating with cultural brokers
- coaching & mentoring
- (e.g. home, school, work, recreational settings)

Slide Source: National Center for Cultural Competence, 2008

Culturally Competent Practices CONSUMER LEVEL

- advocacy
- partnerships
- advisory groups
- board membership
- program staff & consultants
- knowledge beacon

T.D. Goode

Slide Source: National Center for Cultural Competence, 2008

CLAS Standards

Standards 1 -3

Culturally Competent Care

Standards 4 -7

Federal mandates for language access

Standards 8-14

Organizational Supports for Cultural Competence



<http://www.omhrc.gov/clas/finalcultural1a.html>

Slide Source: National Center for Cultural Competence, 2008

What are the implications for cultural & linguistic competence in ...

- **CORE FUNCTIONS**
What we do
- **HUMAN RESOURCES & STAFF DEVELOPMENT**
Who we are ...
- **FISCAL RESOURCES & ALLOCATION**
Where the money goes ...
- **COLLABORATION & COMMUNITY ENGAGEMENT**
Who our partners are ...
- **CONTRACTS**
Whom do we entrust to deliver services and supports ...



Slide Source: National Center for Cultural Competence, 2008

